



# **Military Health Systems (MHS) Human Capital Best Practices**

- ☒ Army
- ☐ Navy
- ☐ Air Force
- ☐ PHS
- ☐ VA

**Best Practice Title: Army Senior Fellows Program**

**Purpose of this document: Best practices related to human capital and health care are being identified in the services. When an effective practice is identified, the MHS Human Capital Office or one of it's affiliated tri-service working groups will interview Points of Contact familiar with the best practice and create an executive summary so other services can see, at a glance, practices that may be beneficial to them. The MHS Human Capital Office will make these best practices available to all services, to recognize hard work and innovation and help the other military services benefit from it.**

**If you know of an innovative or best practice in your organization that you would like to see highlighted and recognized, please contact:**

**Jennifer Anderson, MHS Office of Human Capital**

# Best Practice: Army Senior Fellows Program

☐ Basic  
☒ Advanced  
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☐ Military  
☒ Civilian

## Executive Summary

**Description/Summary:** The Army Senior Fellows Program prepares GS 14-15 civilian employees for leadership positions by doing three things: 1) assessing the person and preparing a development plan that may include education at a Senior Service College or a similar experience at a civilian institution such as Harvard, MIT or Tufts, 2) providing them with one or more executive leadership assignments to broaden their skills and experiences (assignments require reporting directly to an SES or GO) 3) providing mentorship with an SES Corp leader (For Additional Information See Amy Information Paper on the Subject)



## Reason the Practice was implemented:

Several years ago, as senior military leaders were being deployed, many senior civilian employees were stepping up to serve in the generating force positions. Many did not have the leadership skills, training or experience needed for these new roles. There was a need to better prepare and train civilians so they would be ready for leadership positions.

## Challenges:

Graduates of the program work to find permanent assignments when they are finished. They also work with the Army's Graduate Placement Program to locate appropriate permanent positions.

## Outcome:

The Army Senior Fellows graduated its first class of 19 Fellows in July 2009. These graduates have gone on to serve in SES or GS-15 leadership positions. Program graduates are more prepared to be leaders and are successfully finding strategic jobs.

## Stakeholders:

Spearheaded by : Army - Department of the Undersecretary of Defense



## Resources Needed:

The program is centrally funded - commands don't pick up the cost. Requires a director and 2 employees to run training programs on ongoing basis



**For additional questions or to suggest a best practice, please email the MHS Office of Human Capital:**

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